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Talent Management and New Trajectories: Preparing and Retaining Early Career Librarians

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Early Career Experiences in Academic Libraries

Top issues and concerns as surveyed and discussed in the 2015 ACRL roundtable:

"I'm Going on an Adventure!" Finding Your Way as an Early Career Academic Librarian," Amanda M. Goodsett, Lindsay Harmon, Linda Miles, Zara Wilkinson, ACRL 2015.

Navigating Relationships

- ☐ Relationship with managers
- ☐ Relationship with colleagues
- ☐ "Old school" vs "New school" mentalities
- ☐ Differences in ideology and how things get done
- ☐ Making connections
- ☐ Internal politics

Understanding Organizational Culture

- ☐ Integrating into the workplace
- ☐ Assessing the culture
- ☐ Influencing/Changing
- ☐ Unwritten rules
- ☐ Reorganizations
- ☐ Power dynamics

Diversity + Inclusion

- ☐ Experiencing bias or discrimination based on age (at either end of the spectrum), race, gender
- ☐ Bullying by tenured faculty
- ☐ Desire to advocate for diversity
- ☐ Finding venues of support for POC and other racial and ethnic minorities

Imposter Syndrome

- ☐ Finding an authentic professional voice
- ☐ Looking like a student/too young to be here
- ☐ Leadership development

Work/Life Balance

- ☐ Managing time & expectations
- ☐ Project management
- ☐ Early burn out
- ☐ Strategizing opportunities
- ☐ Prioritizing commitments
- ☐ Being everything to everyone
- ☐ Saying yes to enough opportunities

Actions & Recommendations

For Early Career Librarians

- ☐ Research local cost of living and area highlights.
- ☐ Seek out mentorship if no formal path exists; getting engaged in your library's culture is one indicator of early career satisfaction and retention.
- ☐ Say yes to informal opportunities for leadership; "lead from below" (Raab 2009).
- ☐ Look at long and short-term opportunities to serve in professional organizations, on campus, and in the library (Raab 2009).
- ☐ Perform self-evaluation, including measuring gains in competence (Hall-Ellis and Grealy 2013).

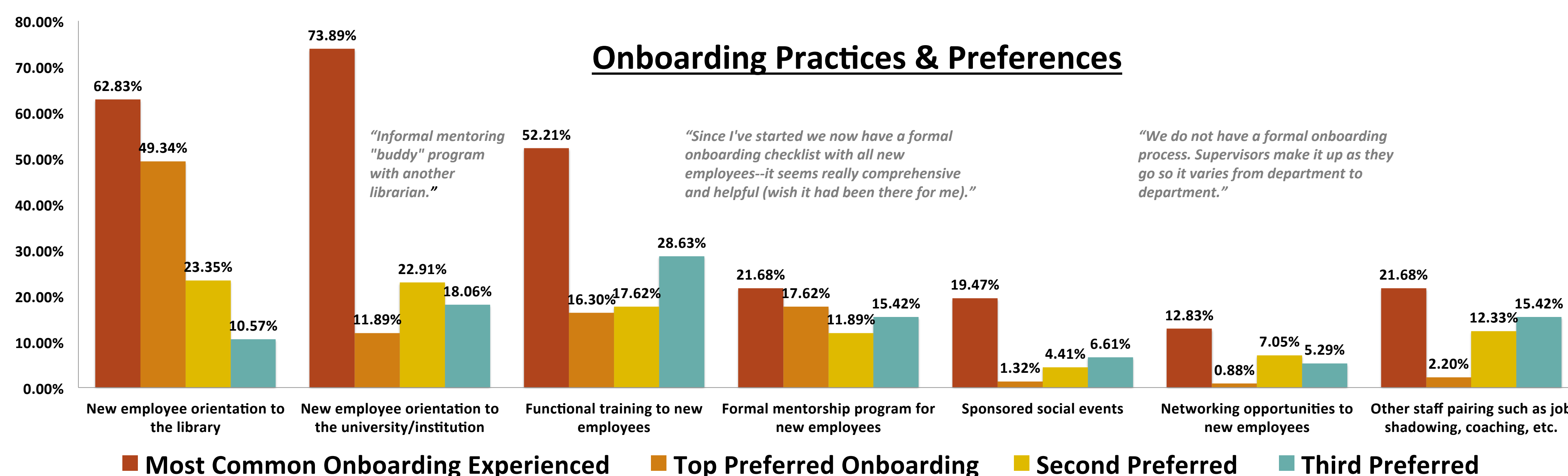
For Mentors & Administrators

- ☐ Inquire about a new hire's preferred onboarding activities; follow through where possible.
- ☐ Engaged supervisor relationships with early career librarians can increase retention.
- ☐ New librarians value professional development support and the ability to contribute to a positive work environment.
- ☐ Formal mentorship empowers new librarians to grow and move into leadership positions (Hall-Ellis and Grealy 2013)

2017 Early Career Librarian Survey

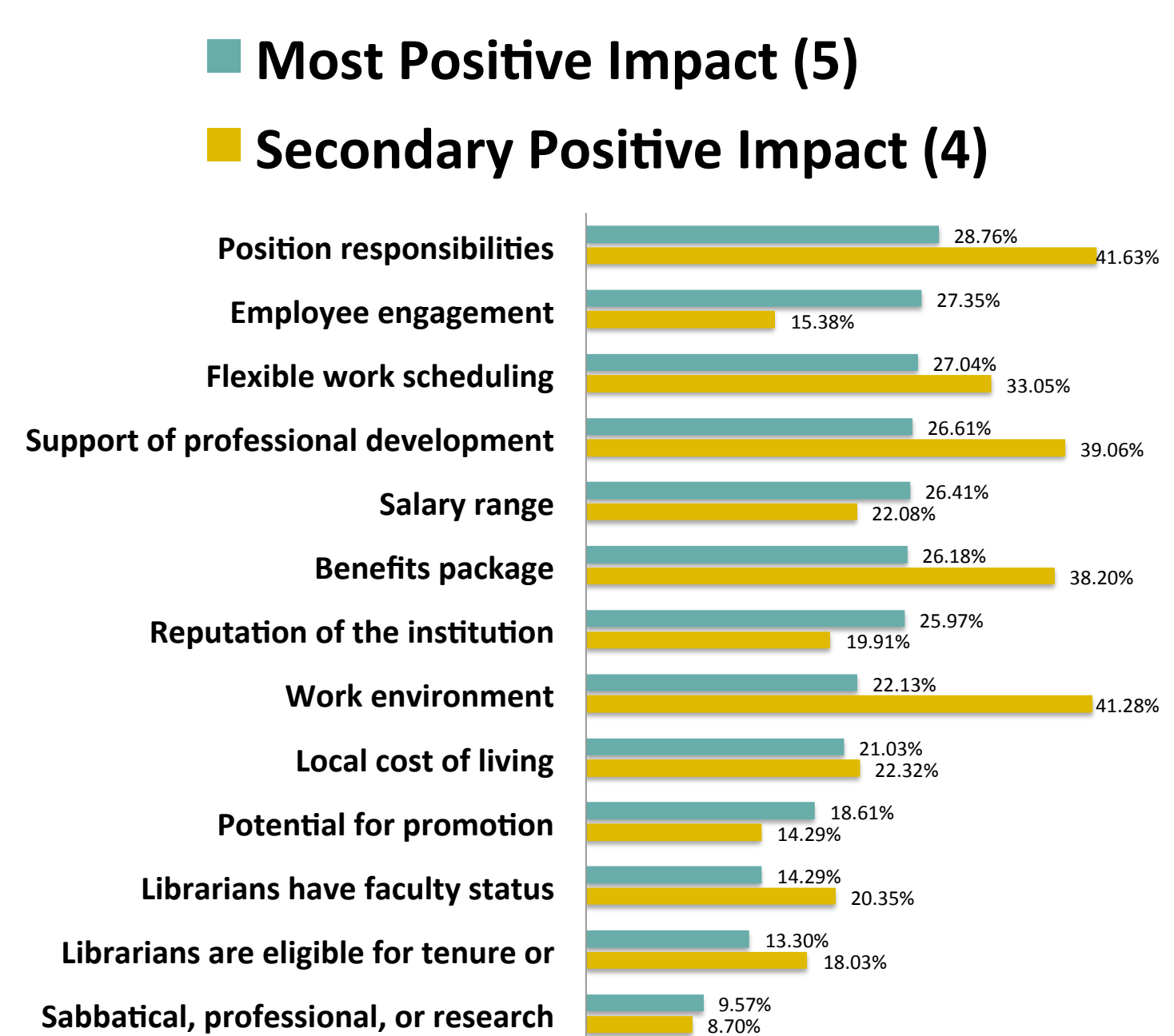
Methodology: Nine question survey instrument adapted and re-administered with permissions from *SPEC Kit: 344 Talent Management* authors Taylor, M. A., and Lee, E. Data collected 3/2/2017-3/13/2017

Respondent Demographics: This survey received input from 402 respondents. The most common experience level was **3-4 years**, with the majority of respondents reporting **MLS training** and positions in **Reference and Instruction**.



Retention: Culture Matters

Early Career Retention Indicators (Employee Satisfaction):



Top 3 Reasons New Librarians Stay :

- 1 Position Responsibilities/ Work Environment (tie)
- 2 Support of Professional Development
- 3 Benefits Package

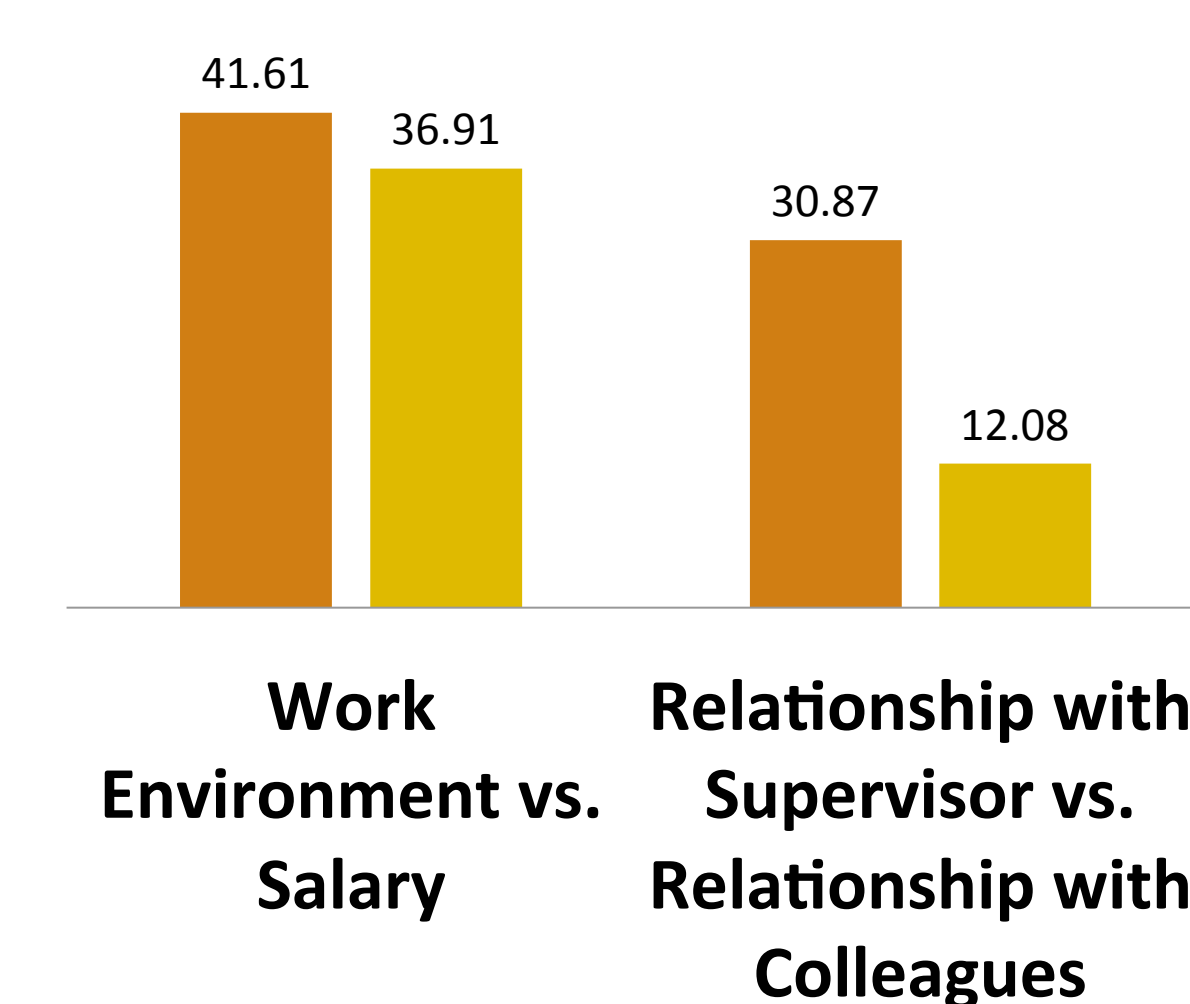
Top 3 Reasons New Librarians Leave:

- 1 Other Library Opportunities
- 2 Work Environment
- 3 Salary

402 Respondents

Early Career Attrition Indicators (Employee Dissatisfaction):

"Please select the top three reasons you chose to leave a position."



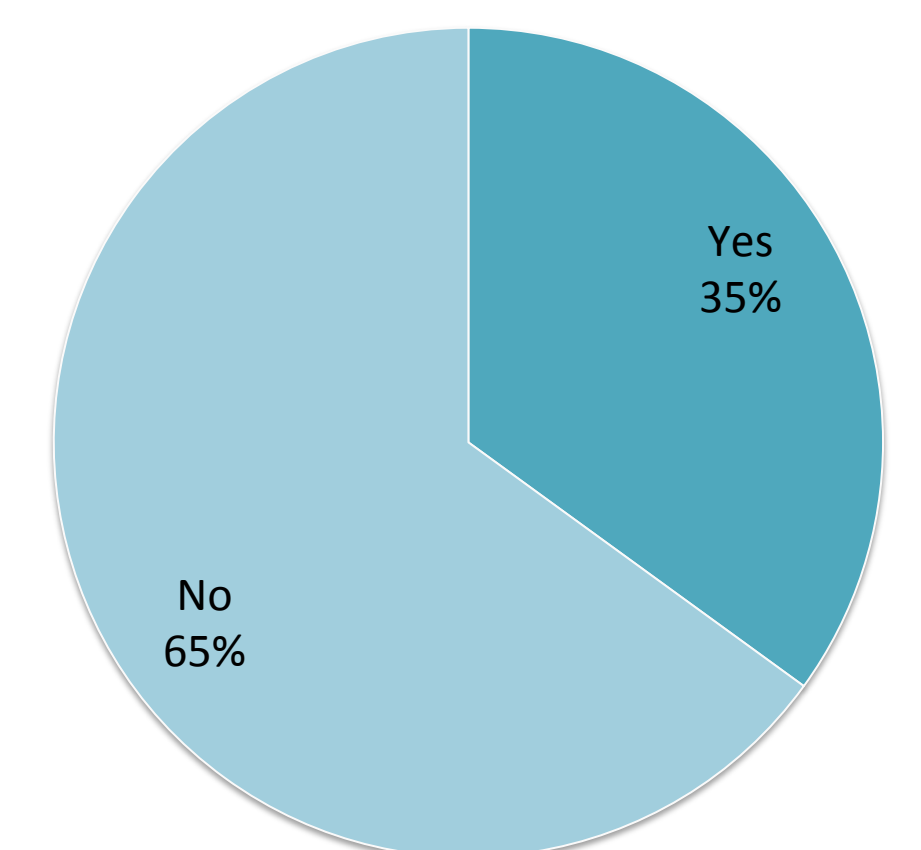
Surveying ARL Libraries: SPEC Kit 344

Released in 2014, *ARL SPEC Kit: 344 Talent Management*, co-authored by Meredith Taylor and Elida Lee, surveyed 69 respondent ARL libraries regarding a variety of talent management issues in academic libraries, including:

- ☐ Recruitment and hiring
- ☐ Employee engagement
- ☐ Professional development planning
- ☐ Employee retention

General results for all employee demographics included:

"Does Your Library Have a Leadership Development Program?"



Areas of Employee Satisfaction (5- Very Satisfied):

- ☐ Support of professional development
- ☐ Flexible work scheduling

Areas of Employee Dissatisfaction (1-Very Dissatisfied):

- ☐ Salary
- ☐ Communication within the organization

Top 3 Reasons for Turnover (All Employees):

- ☐ Retirement
- ☐ Other library positions
- ☐ Other employment outside of libraries

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